2011 Military Health System Conference

Process Improvement Success Stories

Impacting Per Member Per Month (PMPM) Through Strong Clinical Management

The Quadruple Aim: Working Together, Achieving Success

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26 January 2011

Naval Hospital Bremerton, Washington

Report Documentation Page

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Naval Hospital Bremerton (NHB)

- 40 bed family medicine teaching hospital
- 36,000 enrollees
- 1300 staff members
- Madigan Army Medical Center (MAMC) 40 miles south
- Average day:
  - 1,200 medical outpatient visits
  - 9 surgery cases
  - 2 babies delivered
  - Average Daily Census:17 patients

Impacting Per Member Per Month
The Quadruple Aim

- Readiness
- Per Capita Cost
  - Emergency Room/Urgent Care usage
  - Specialty Care utilization
- Population Health
  - HEDIS metrics
- Experience of Care
  - Access to care
  - Staff/patient satisfaction
  - Provider continuity

Impacting Per Member Per Month Key Ingredients

- Good Staff Morale
- Focus on Quality/Process Improvement Versus Solely RVU Production
- Enroll to Capability and Capacity
- Strong Referral and Right of First Refusal Program
- Minimize Emergency Room/Urgent Care Usage
- Patient Satisfaction

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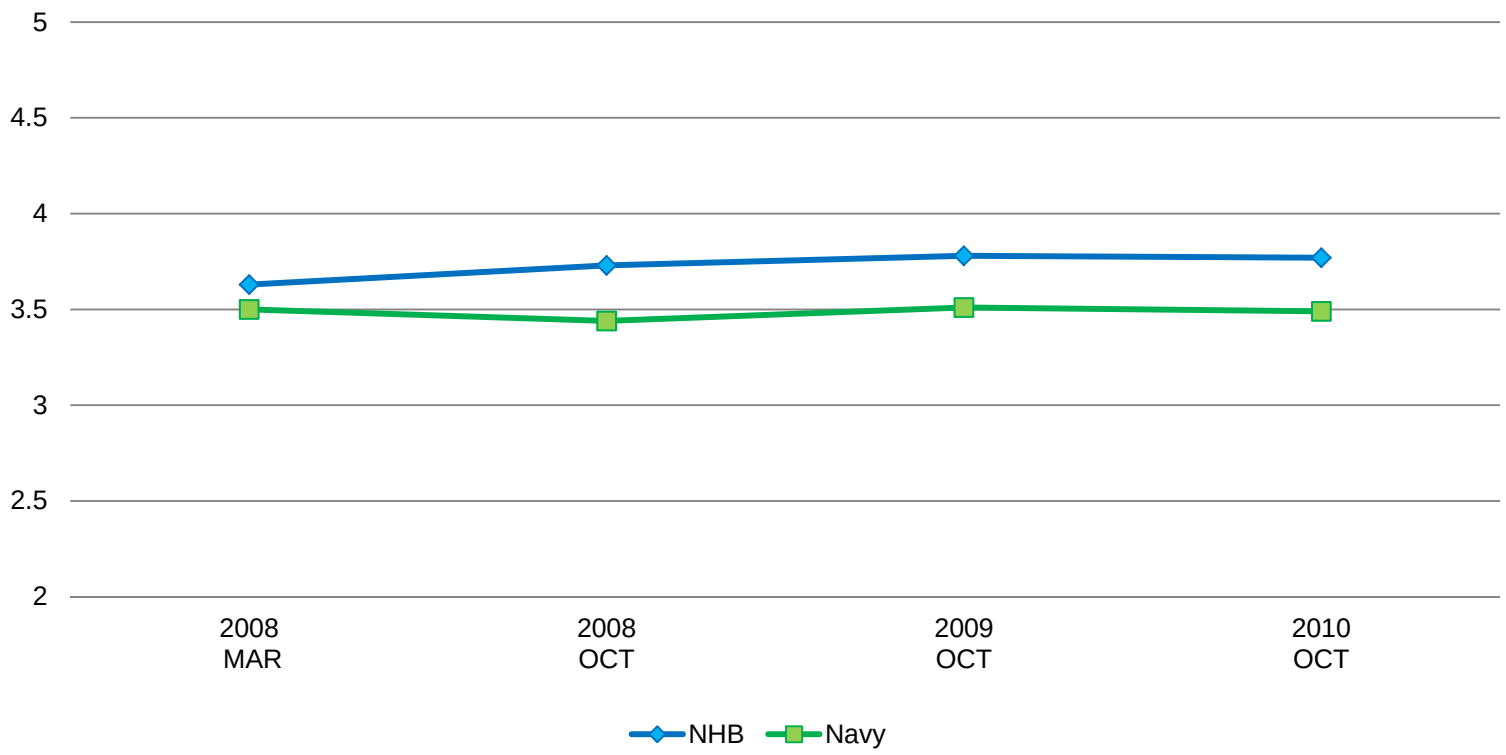
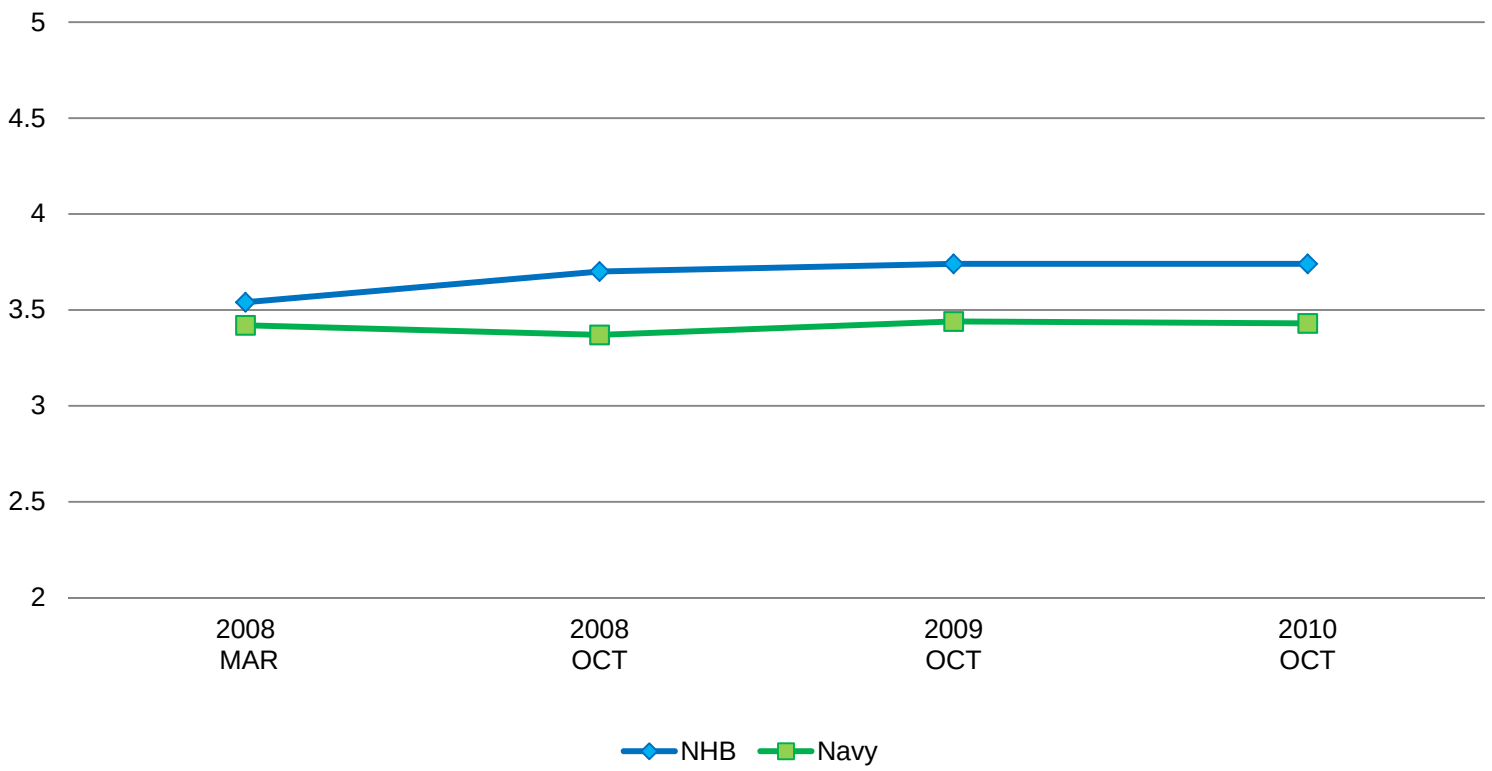
Impacting Per Member Per Month
Staff Morale

Organizational Commitment
Mar 08 – Oct 10
(Source: Defense Equal Opportunity Climate Survey)



Impacting Per Member Per Month
Staff Morale

Trust in Organization
Mar 08 – Oct 10
(Source: Defense Equal Opportunity Climate Survey)



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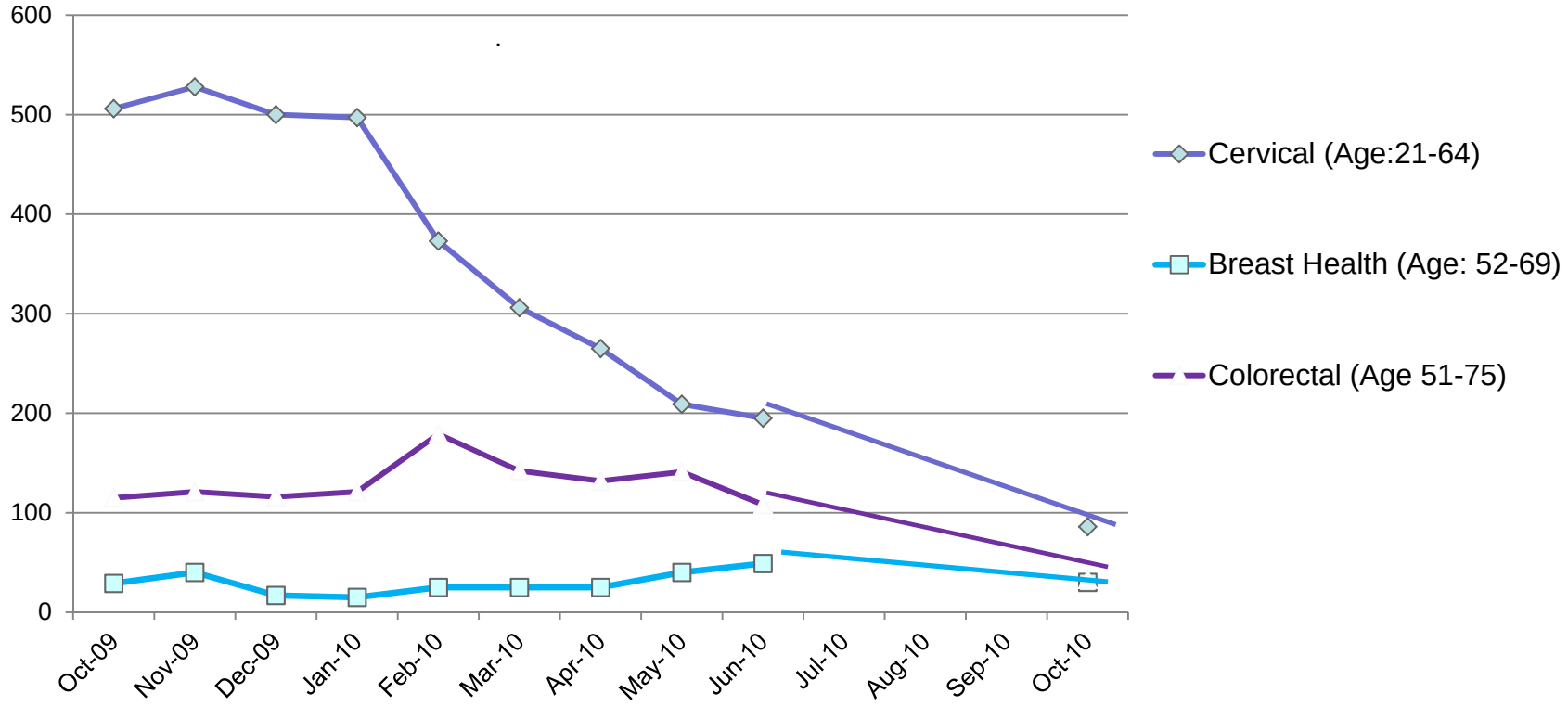
Quality of Care:HEDIS Metrics (Cervical, Colorectal, Breast Health)

HEDIS Cancer Screening Numbers to Green, (HEDIS-90) NHB FY09 thru FY10

(Source: Population Health Navigator)



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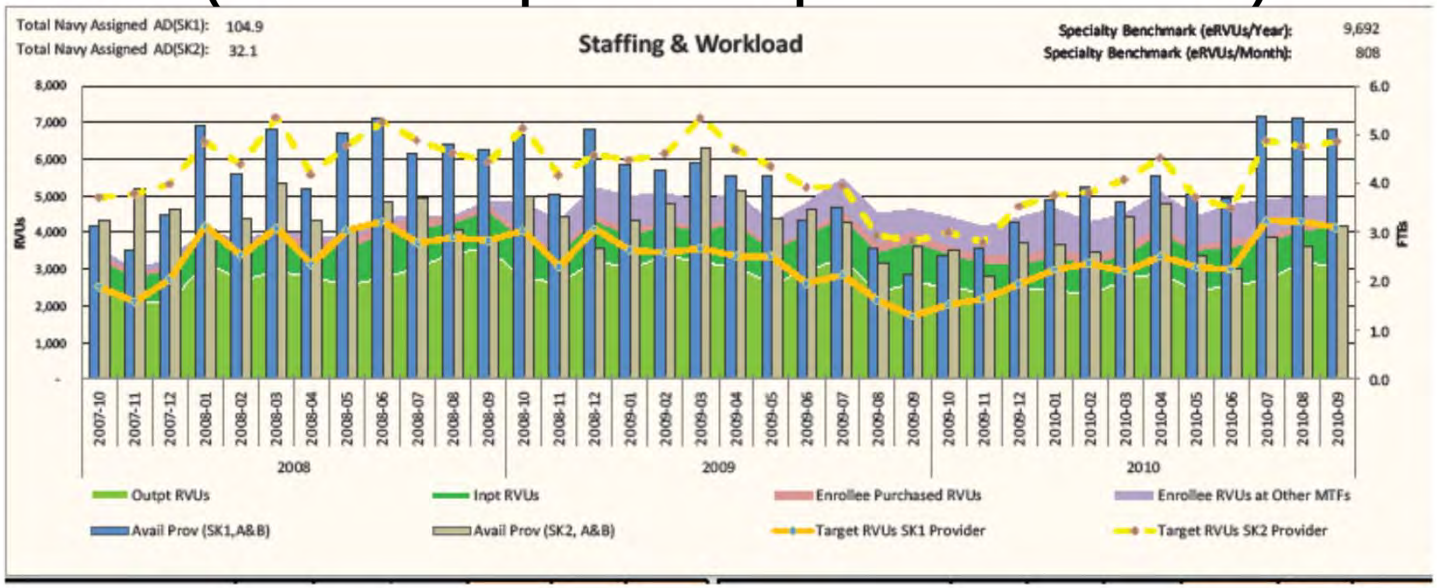
Impacting Per Member Per Month
Maximizing Use of Direct Care System

OB/GYN Usage NHB Multi-Service Market
Direct Care versus Network Care
FY08 thru FY10
(Source: Compendium Report December 2010)



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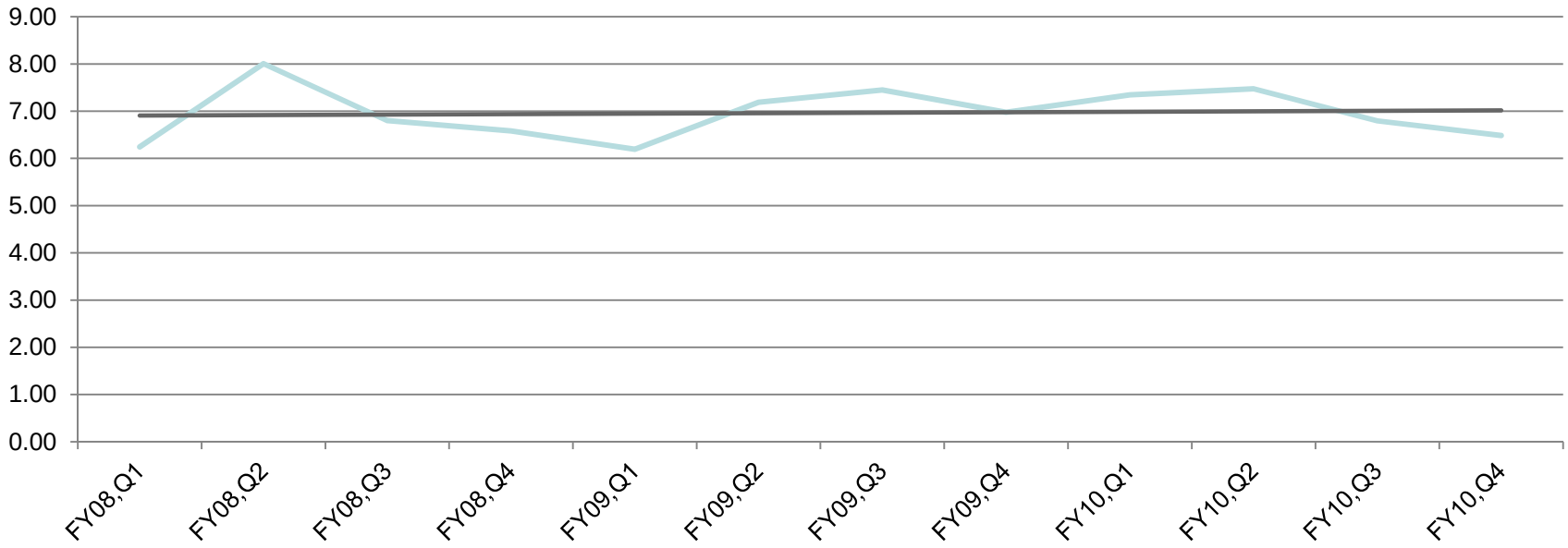
Emergency Room and Urgent care Usage

Monthly Average of ER Visits (NHB+Civilian) and Civilian Urgent Care Visits

FY08 thru FY10

(per 100 Enrollees)

(Source: M2 Data)



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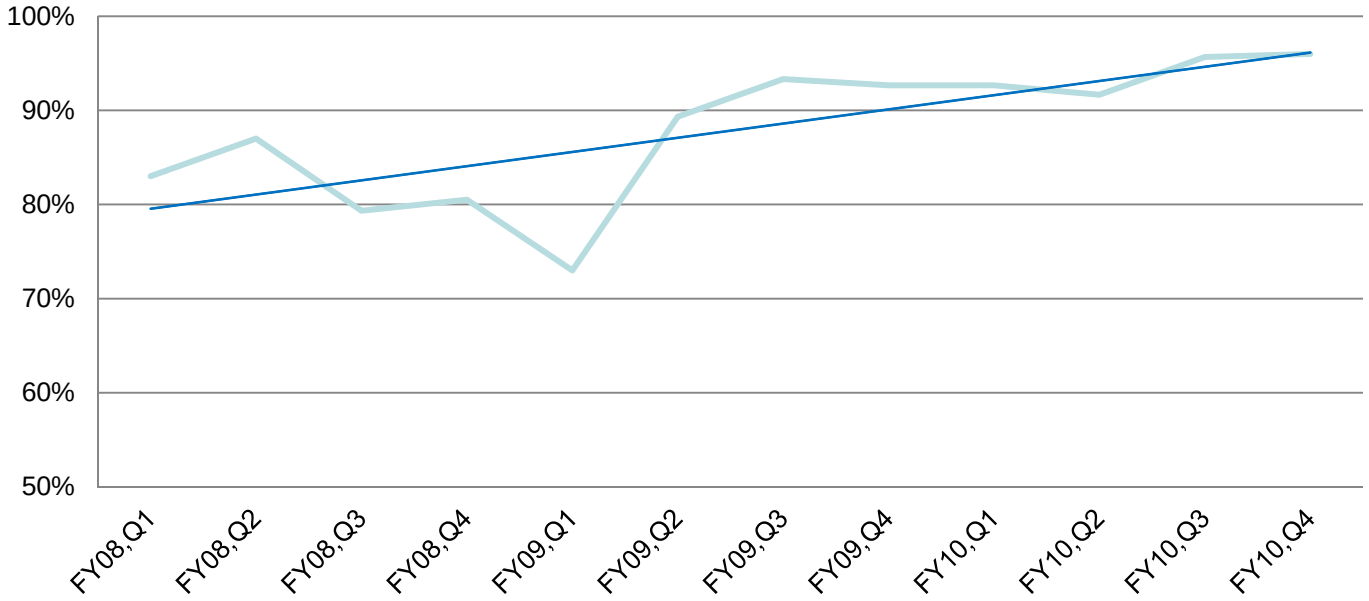
- Enroll to Capability and Capacity
- Strong Referral and Right of First Refusal Program
- Minimize Emergency Room/Urgent Care Usage
- Patient Satisfaction
  - Access/provider continuity

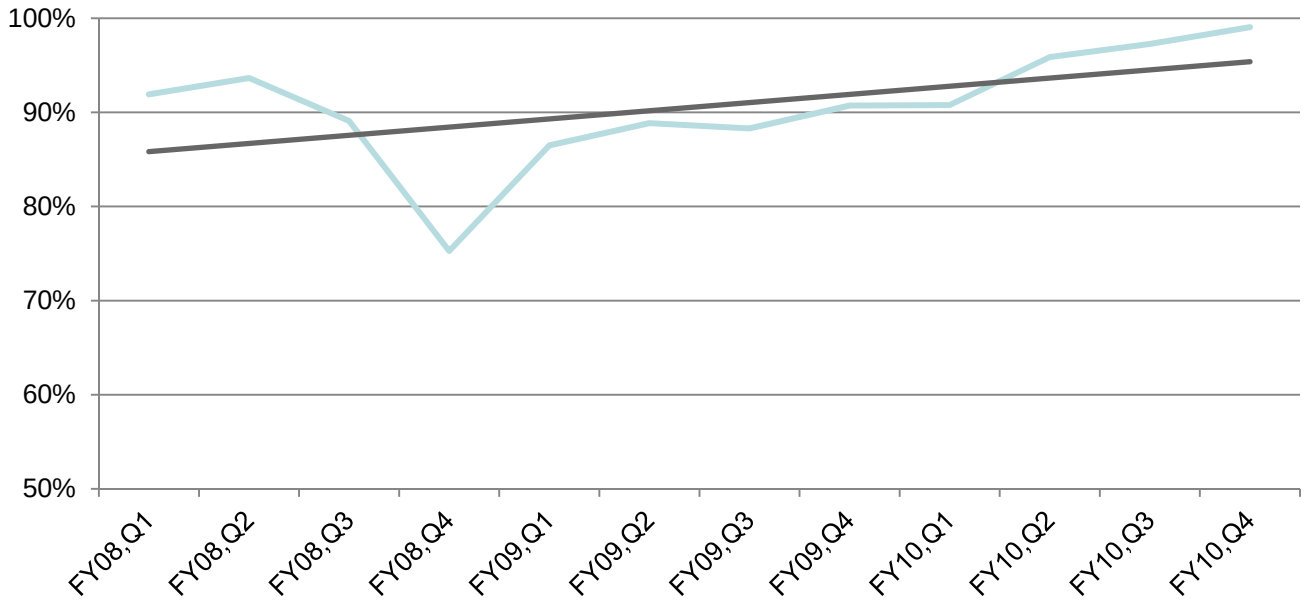
Impacting Per Member Per Month
Patient Satisfaction

% Satisfied with Care Provided at Primary and Specialty Care Clinics
NHB FY08 thru FY10
Source: ICE (average monthly responses > 75)



Impacting Per Member Per Month
Access to Care

Acute Primary Care Visits
% Met Access to Care Standards
NHB FY08 thru FY10
(Source: MHS Insight)

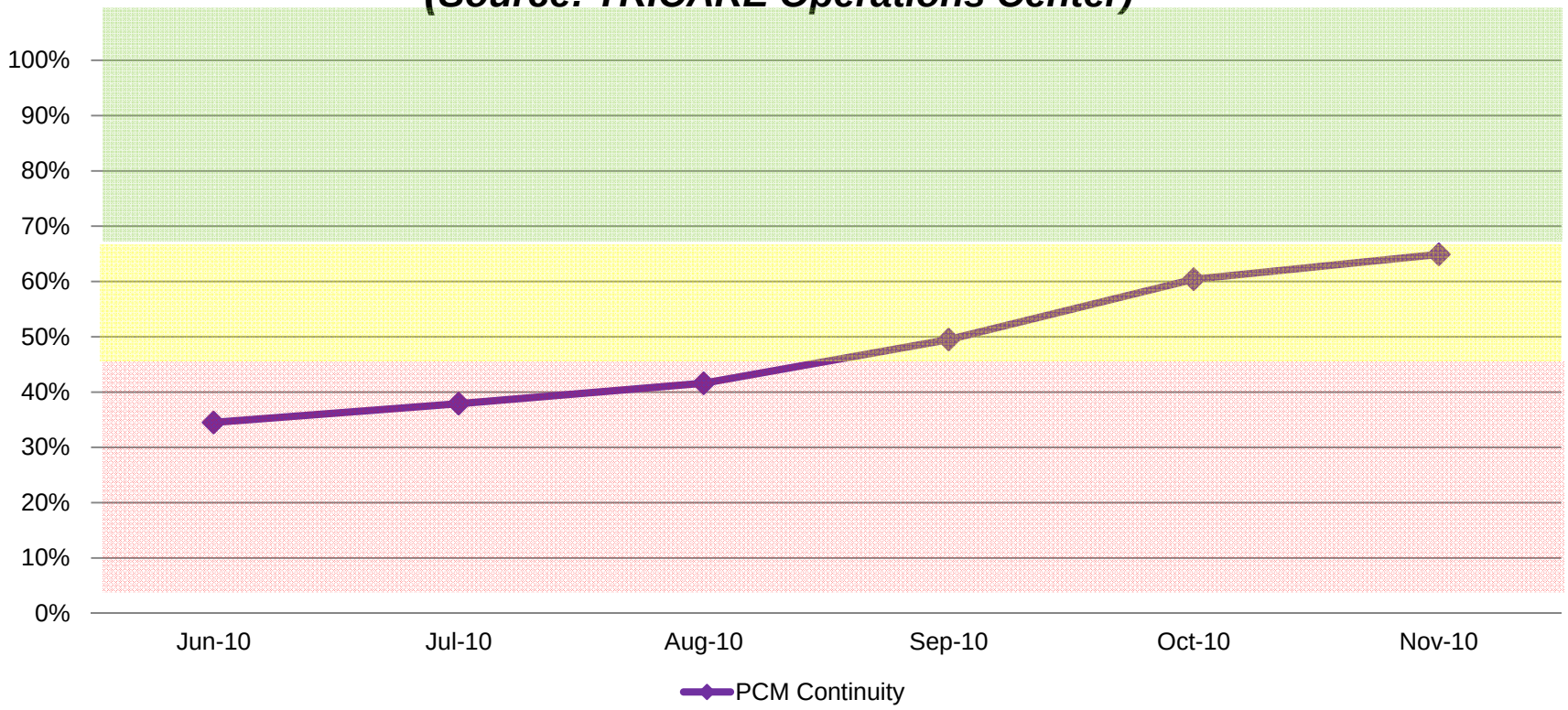


Impacting Per Member Per Month

Patient Satisfaction

PCM Continuity
NHB Family Medicine Clinic
June 10 – Nov 10

(Source: TRICARE Operations Center)



Impacting Per Member Per Month Conclusion

- Improving tenants of the Quadruple Aim will help minimize PMPM costs
  - Per Capital Cost
    - Emergency Room/Urgent care usage
    - Specialty care
  - Population Health
    - HEDIS metrics
  - Experience of Care
    - Access to care
    - Staff/patient satisfaction
    - Provider continuity

Impacting Per Member Per Month

Thank you!

Per Capita Cost: Quality versus Quantity

Focus on:

- Enrolling to capacity and capability
- Quality and access to care
- Continuous Process Improvement

Vice:

- Relative Value Units (RVUs)

Minimize:

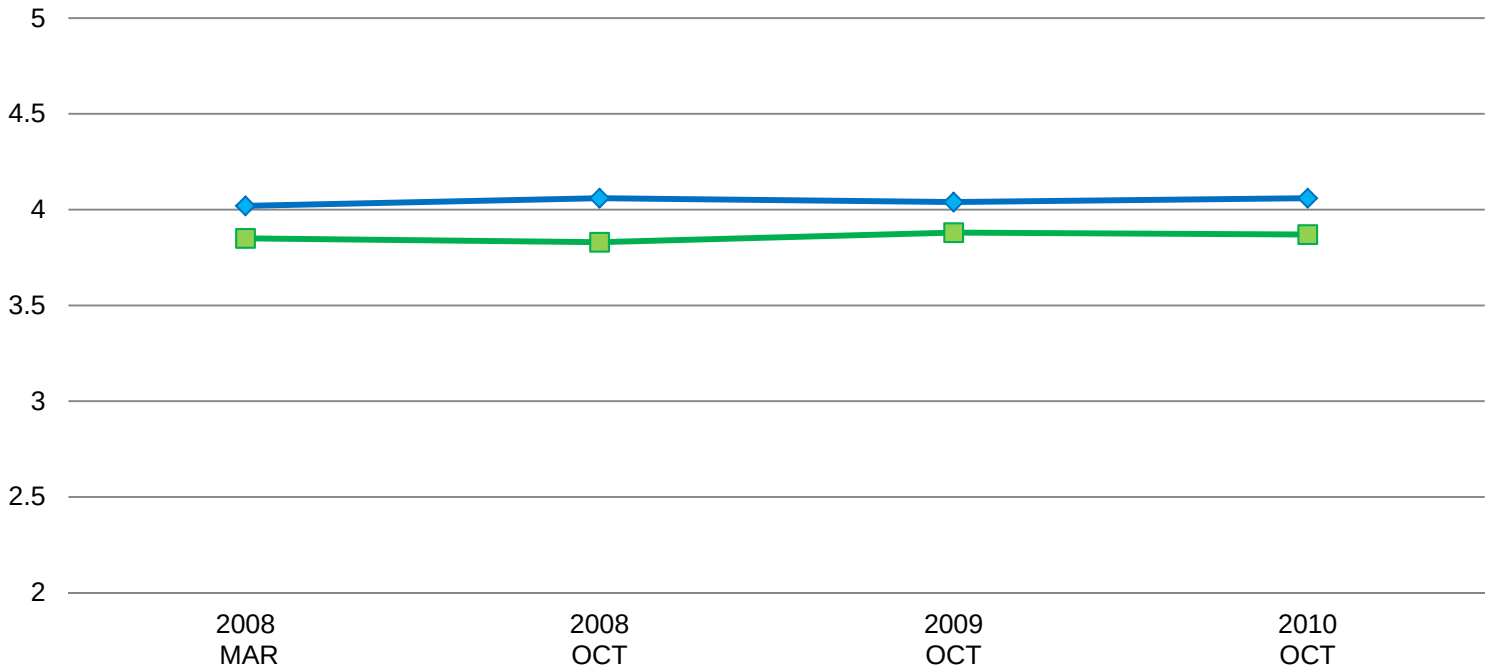
- Primary Care usage
- ER/Urgent Care usage
- Hospitalizations

Decrease:

- PMPM cost

Impacting Per member Per Month
Staff Morale

Job Satisfaction
Mar 08 – Oct 10
(Source: Defense Equal Opportunity Climate Survey)



Per Capita Cost

- Goal: max use of direct care system
- Requirements:
  - Enroll to capacity and capability
  - Good access to care
  - Strong referral and right of first refusal (ROFR) program
    - 2 Lean Six Sigma (LSS) projects enhanced referral process
  - Strong relationship between NHB, Triwest, and network providers

Experience of Care: Staff/Patient Satisfaction

Satisfied MTF Staff

↓

Satisfied MTF Patient

↓

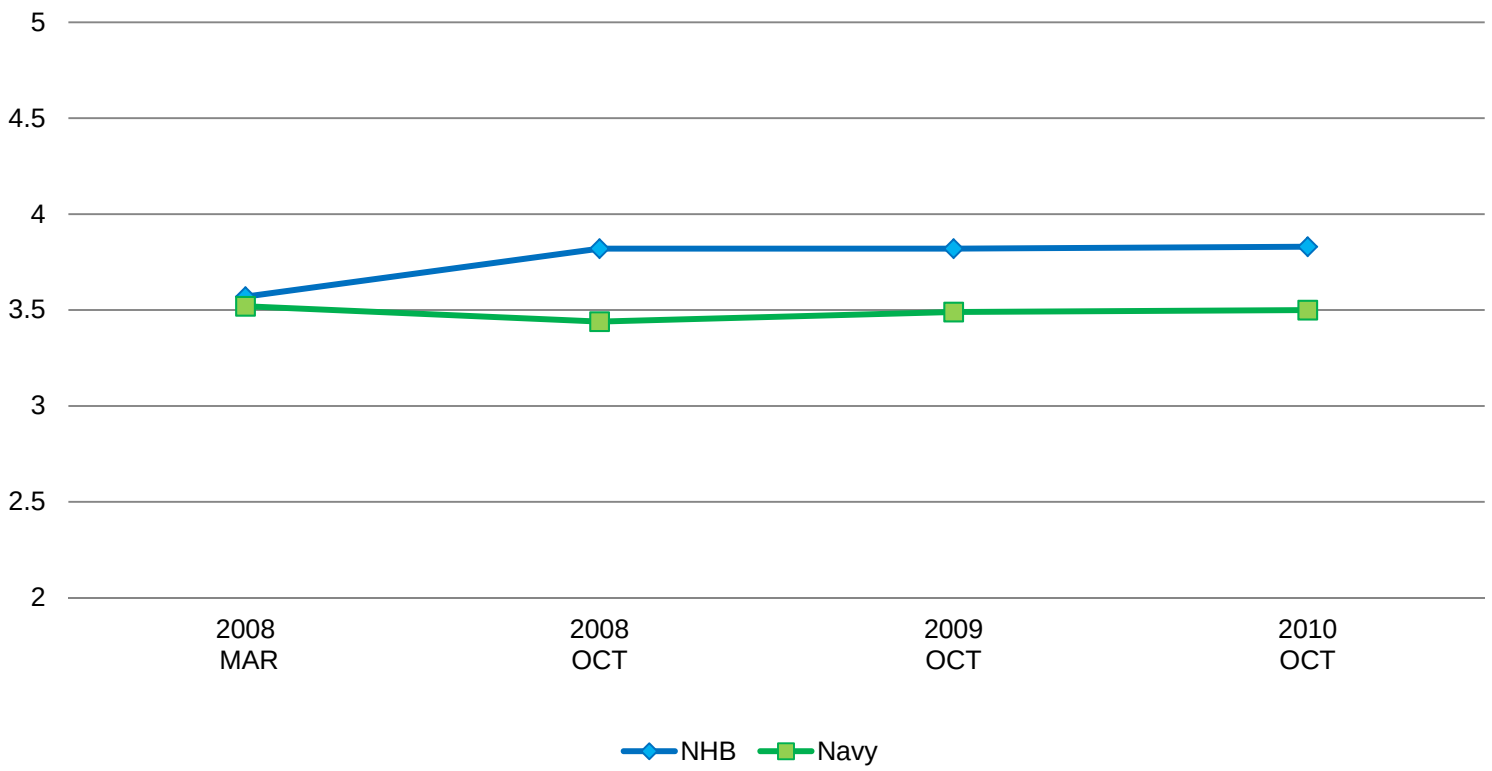
Max use of MTF

↓

Decrease PMPM cost

Impacting Per Member Per Month
Staff Morale

Leadership Cohesion
Mar 08 – Oct 10
(Source: Defense Equal Opportunity Climate Survey)



Impacting Per Member Per Month
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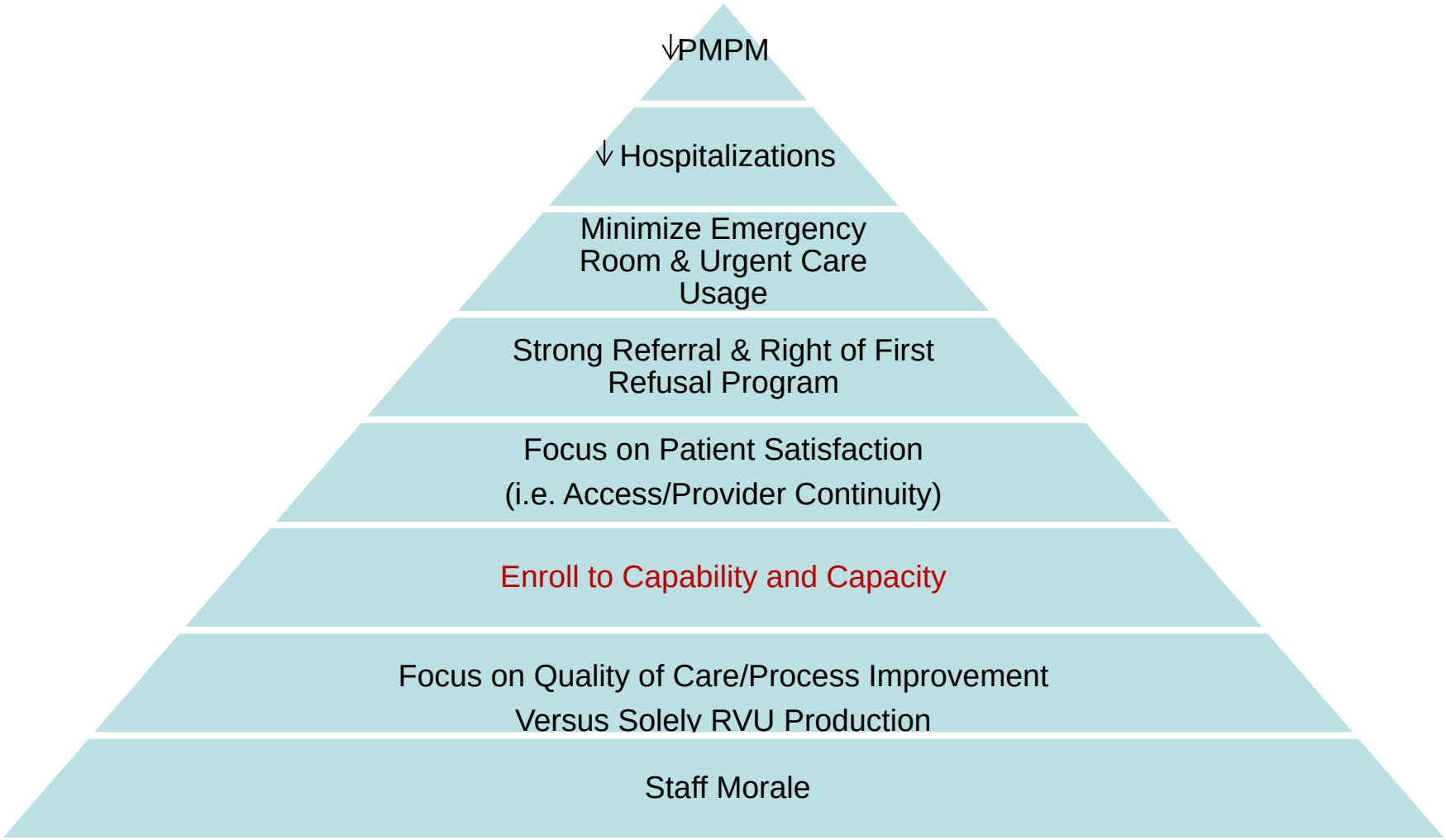

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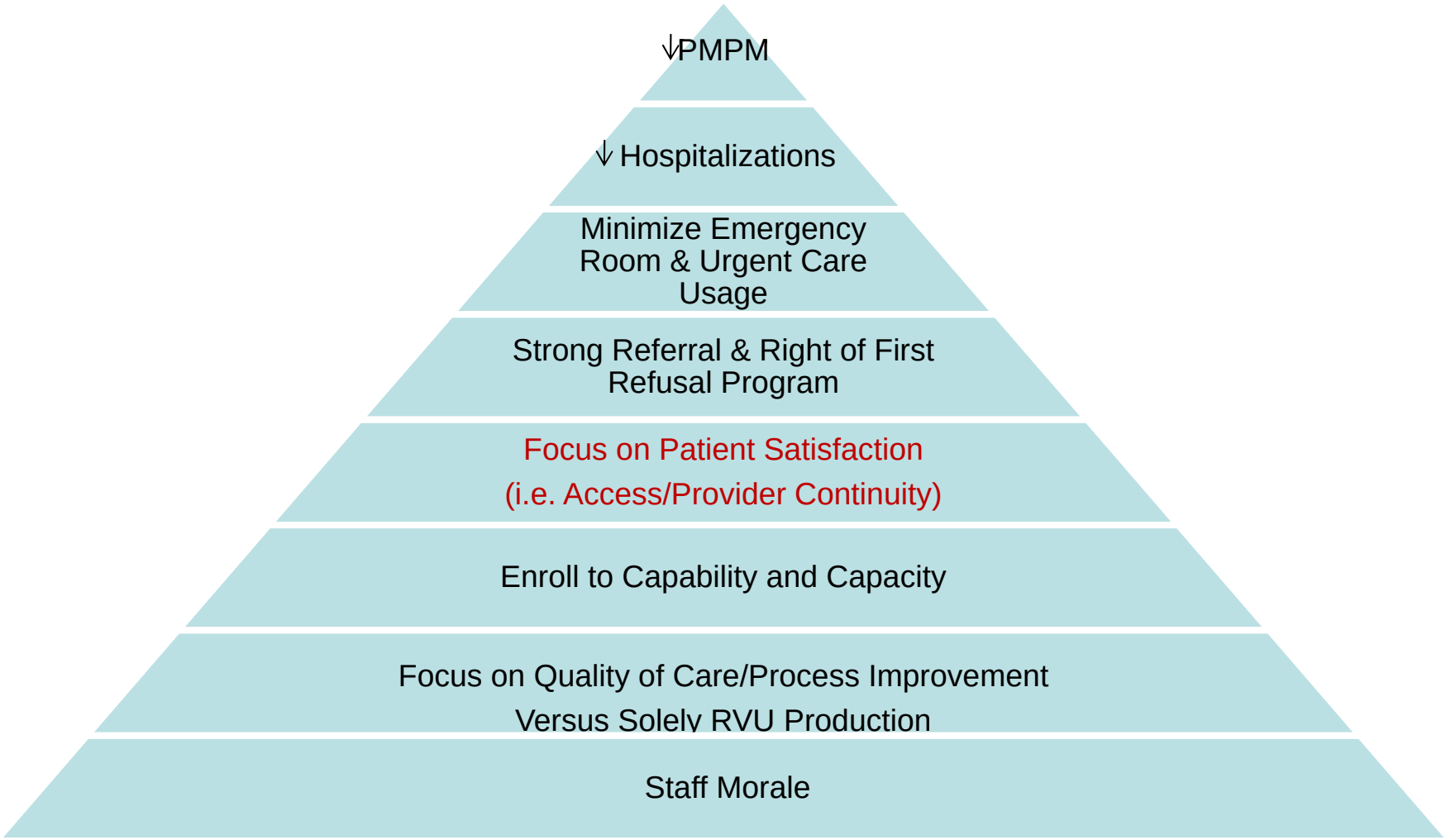

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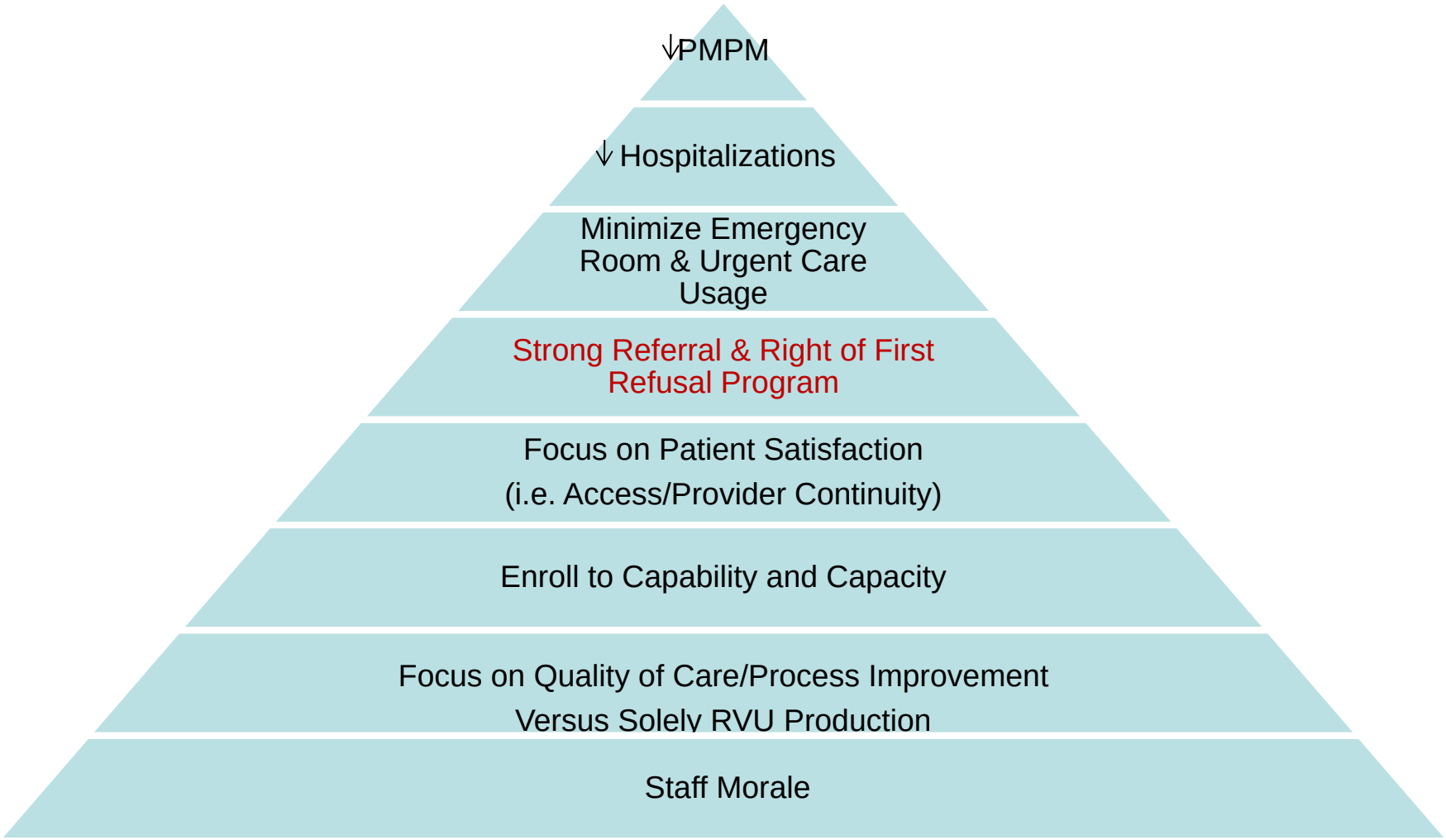

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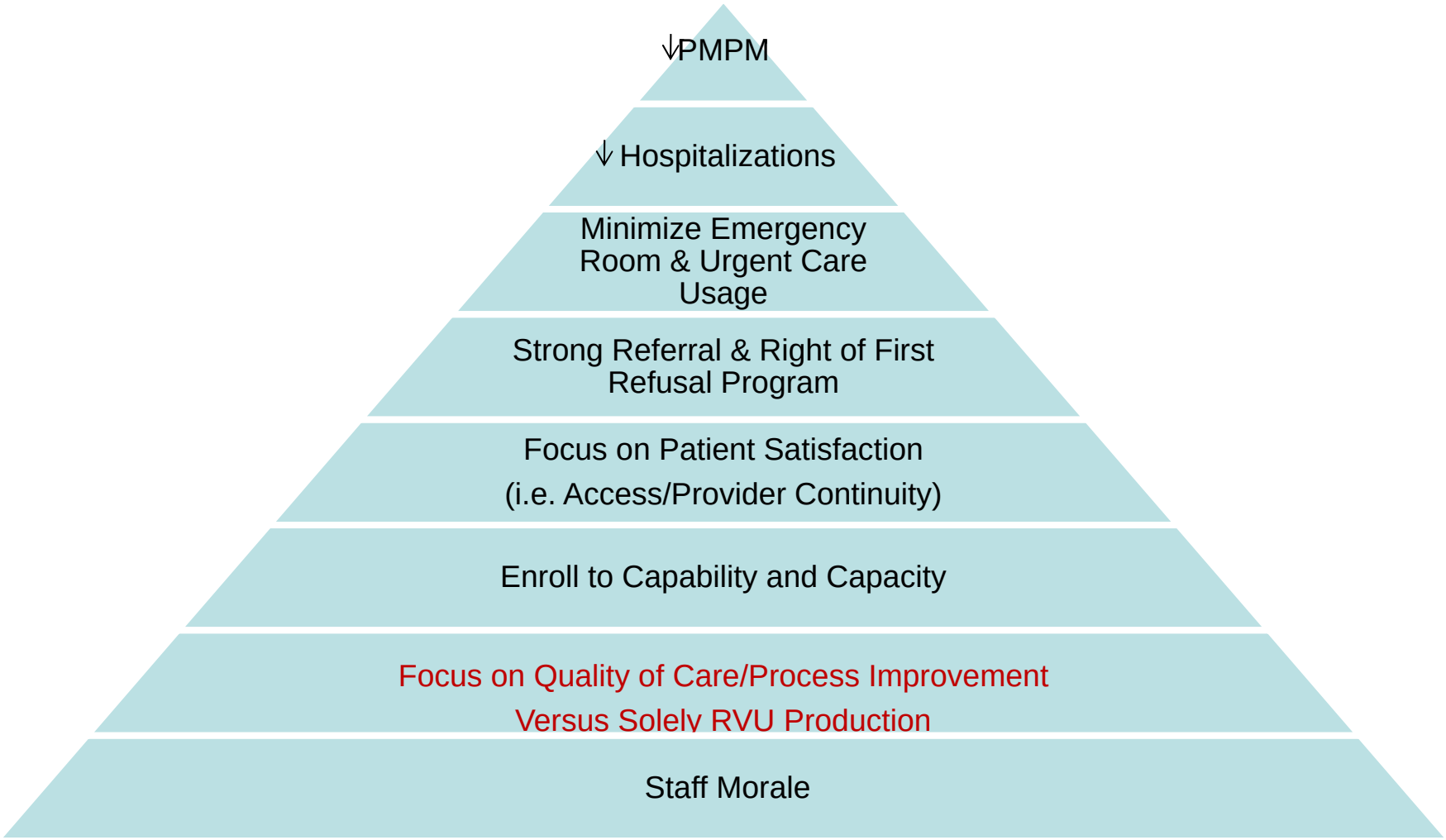

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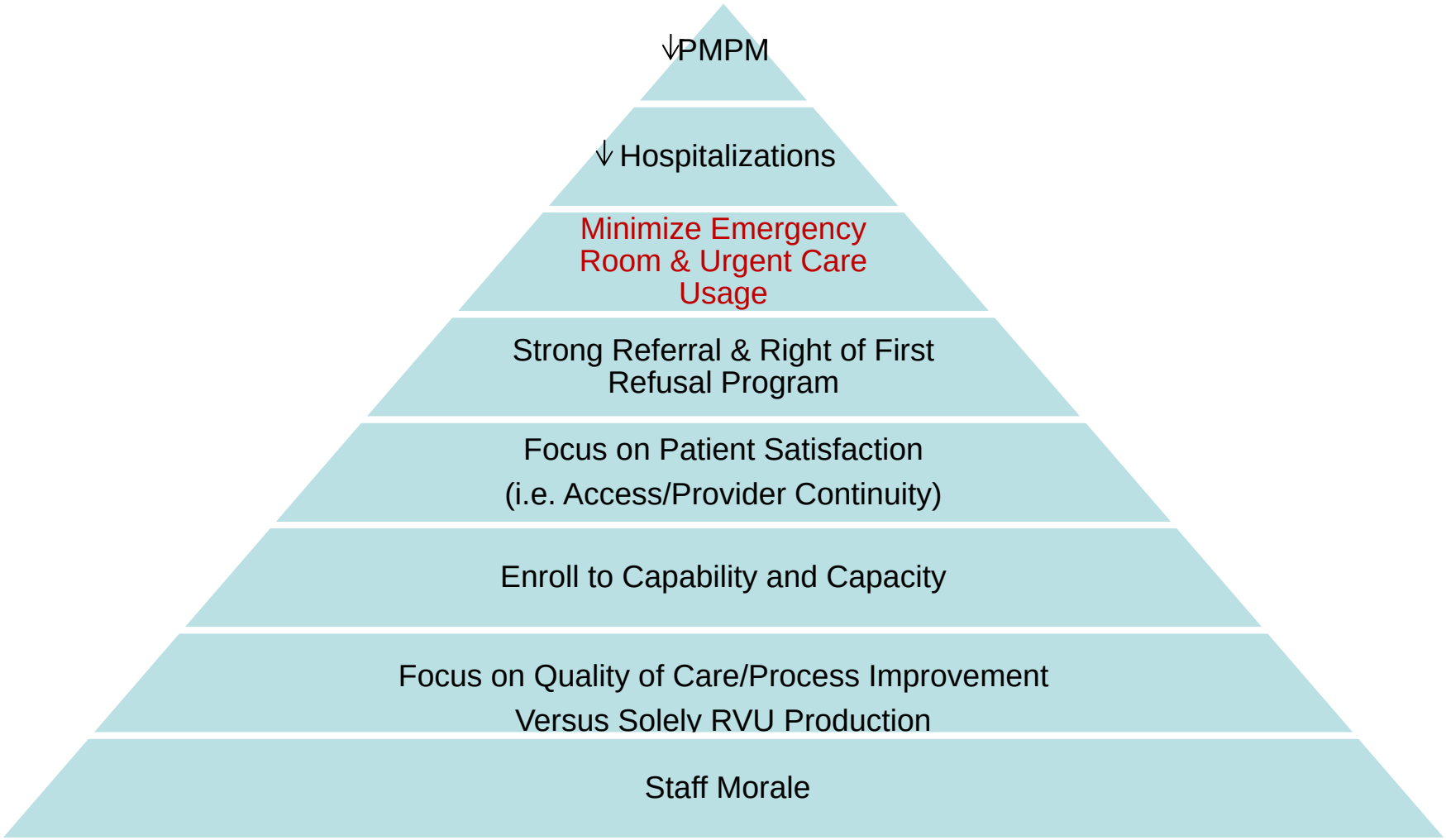

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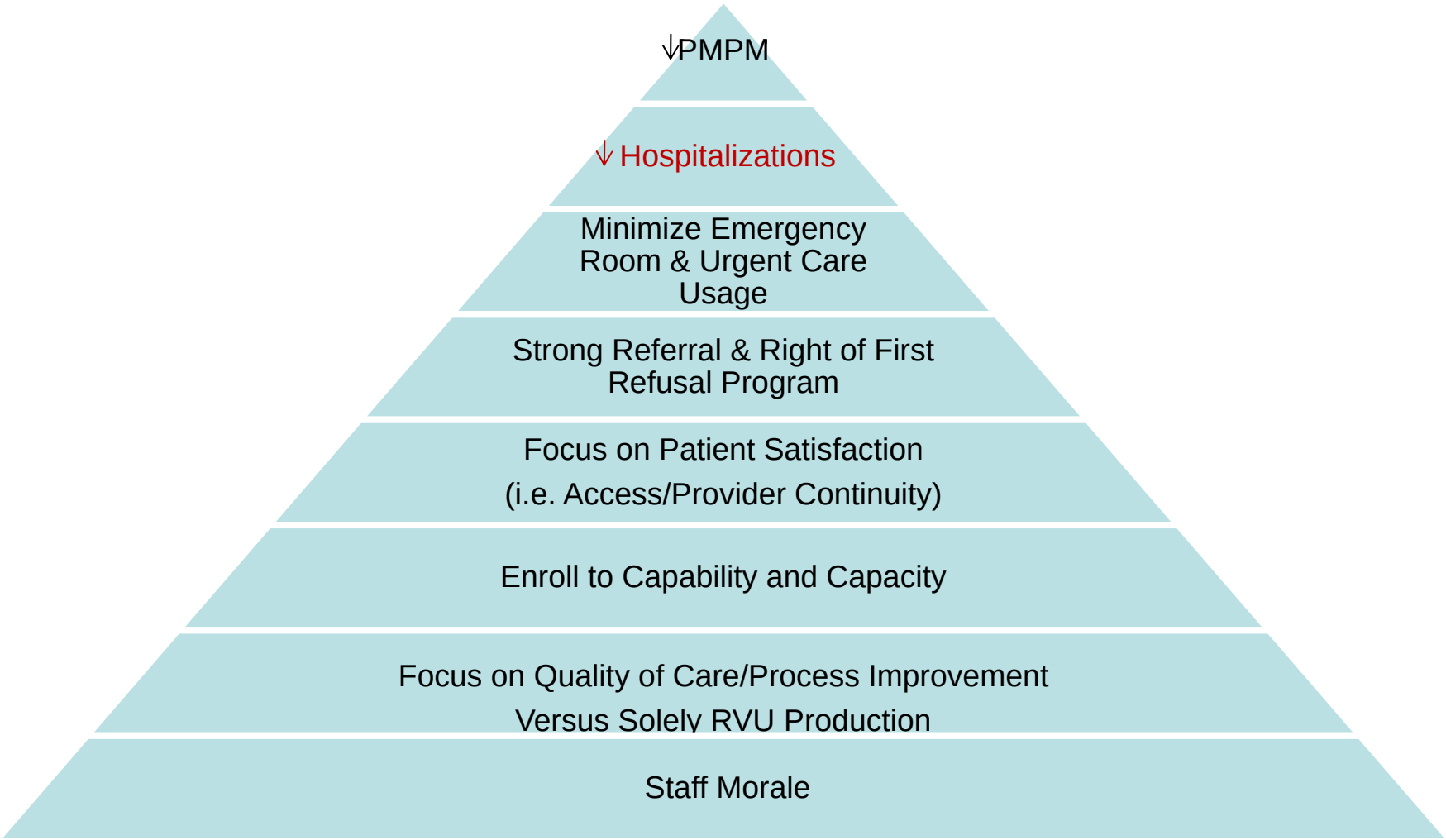

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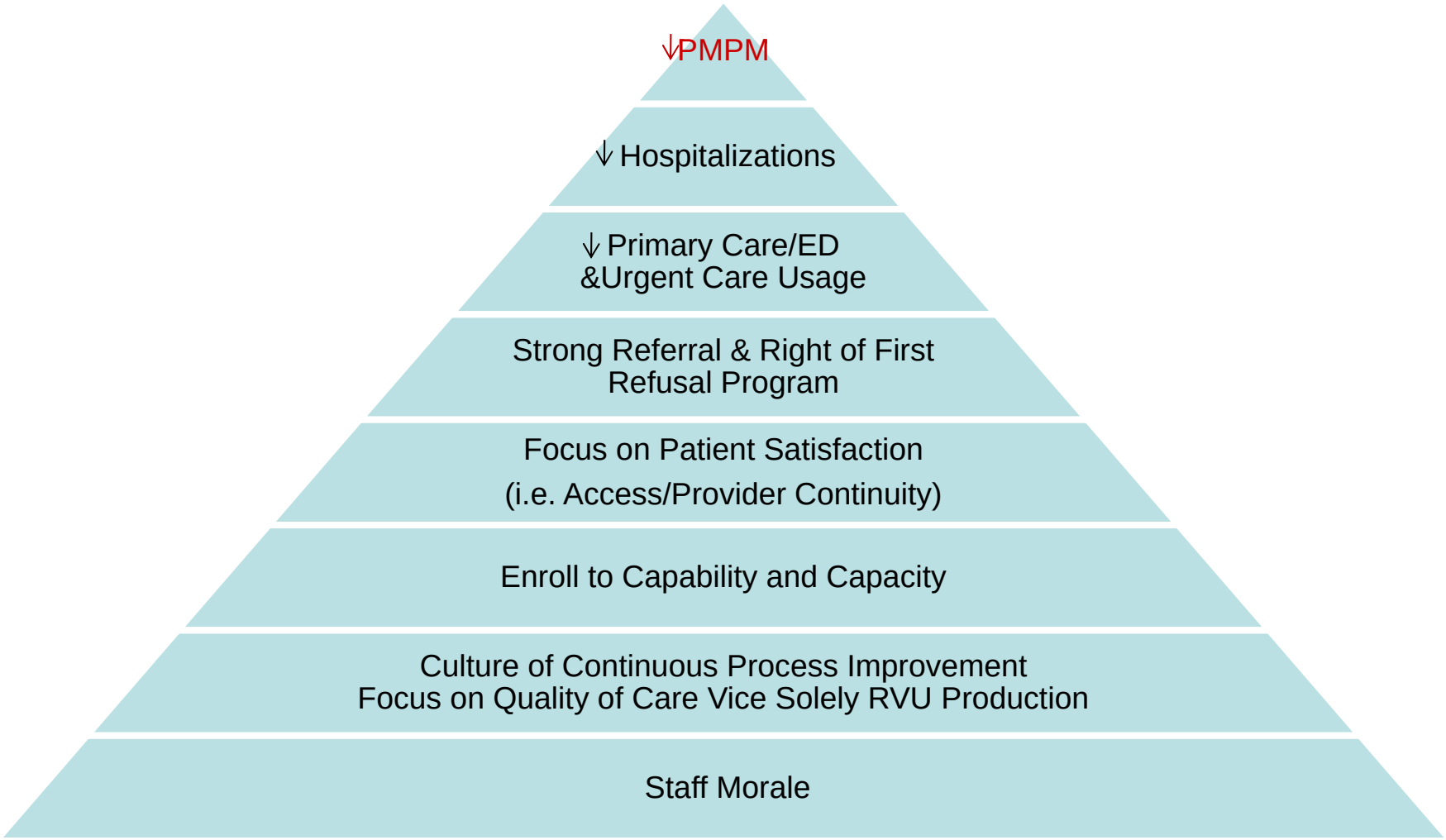

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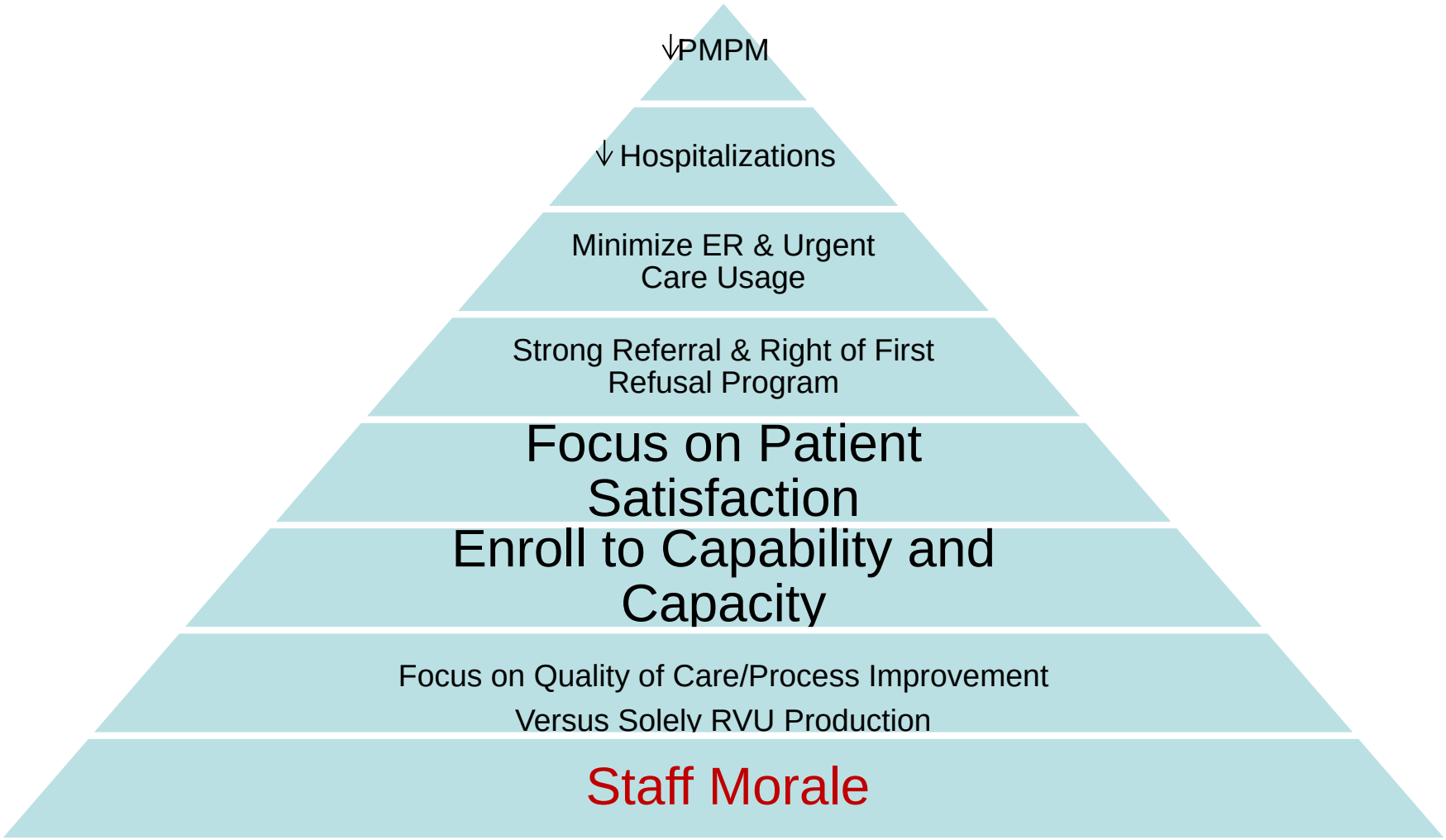

Impacting Per Member Per Month

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(per 100 Enrollees)

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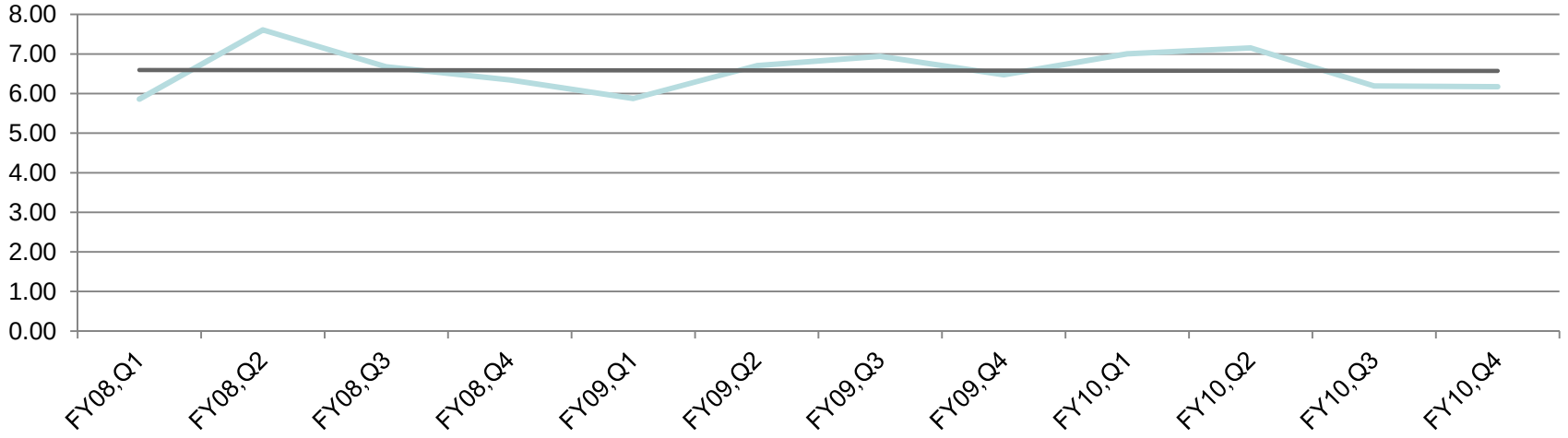
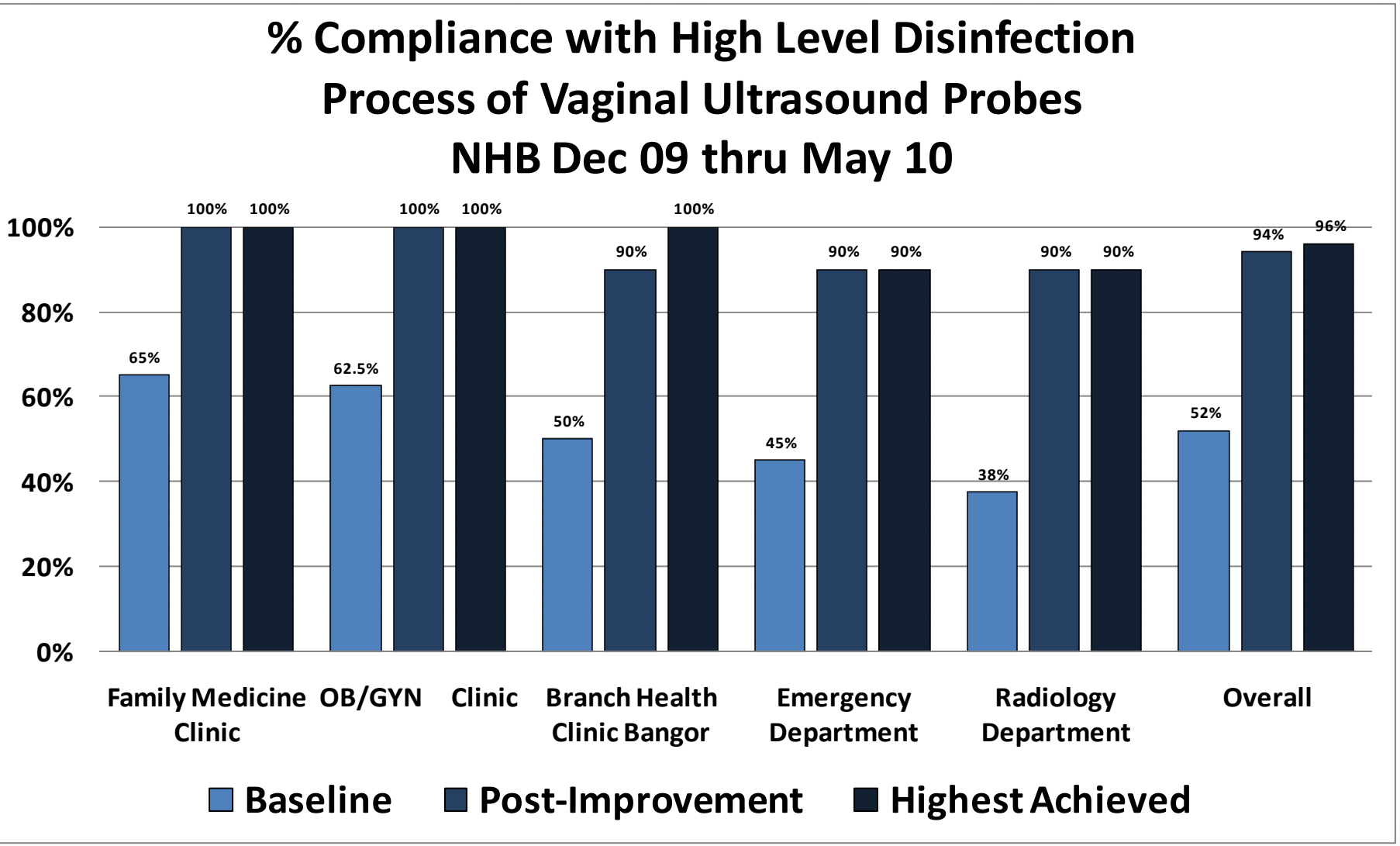
Quality of Care
Lean Six Sigma